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FILE

*Training 3*

25 September 1969

NOTE FOR: Mr. Bannerman

SUBJECT : Third Problem Solving Seminar

25X1

Place:

Time: 19-24 October 1969

Grade Group: GS-13

Problem: "What <sup>*selected*</sup> kind of midcareer training should be given to <sup>*professional*</sup> employees not ~~qualified~~ for the Midcareer Executive Development Course (MEDC)?" Full statement of the Problem is attached.

Sponsor: Office of Training

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Liaison Officer:

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Coordinator:

Briefing Schedule:

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A.  brief the DD/S

10 October, Friday, 1030 hours in DD/S Office.

will be at  with Second Seminar);

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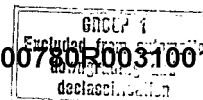
B. DD/S brief Seminar Group

13 October, Monday, 2 p.m. in DD/S Conference Room;

C. OTR brief Seminar Group

15 October, Wednesday, 1 p.m., D/OTR Conference Room 819 Glebe Road

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**Problem: What should be the Midcareer Training for others who do not qualify for MEDC?**

1. This should be a so-called management development training program which would not be branded forthwith as "the MEDC for second-class citizens," but, rather, a program, over a period of several years, fundamentally worthwhile for any careerist, supervisor, or subordinate; by exposure to management development training, the subordinate should gain an understanding of his contribution from where the supervisor sees it, and a deeper appreciation of the problems which beset the manager.

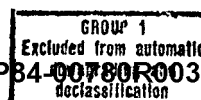
2. We would include all personnel grades GS-09 to GS-14 inclusive, and as against an arbitrary age spread, have you think of the job as controlling and the incumbent as profiting from improved performance on the job and preparation for advancement to more challenging assignments.

3. By examining the OTR catalog of courses and external training opportunities supplemented by OTR briefings, the seminar should identify the OTR courses it would recommend for all midcareerists. It should go well beyond the OTR catalog, however, to note deficiencies (especially at the lower grade levels) and to prescribe new courses, sub-courses, or blocks of skills training or orientation that should be brought into the curriculum as meeting management development objectives rather than being of specialized value to, say, a Finance or NPIC careerist.

4. In essence, OTR is seeking a cohesive series of courses and seminars, internal and external, which capture the essence of management development in the Agency environment -- a continuum of learning experiences calculated to intensify in breadth and depth as the careerist takes on progressively broader and more difficult responsibilities.

5. Any member of a Support Directorate Seminar (Problem Solving) will possess a sense of the management development training that is needed throughout the Agency, hence you are expected to think of its Agency-wide application as against, say, the purely technical administrative assignments of certain Support officers. In effect, we are saying -- as the management consultants say -- that a good manager can transfer his skills and managerial style to any substantive field and do a creditable job. The group should also address its thinking to briefing papers that would be of interest and management development value to Support and CS careerists serving overseas, compiling a list of topics with the view to the Agency's most knowledgeable experts being assigned to develop these papers.

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